

Concordia University
Faculty Council of the John Molson School of Business
Minutes of the meeting held Friday, February 16, 2007

JMSB-2007-02M

Present: J. Tomberlin (Chair)
A-Z. El Sayed (DS&MIS), J. Allison (News@C), K. Argheyd (Mana.), B. Barbieri (Mktg.),
J. Beaudoin (SGS), S. Betton (Finance), L. Calip (CASA), S. Danaie (Facilities), L. Dandurand,
(V-P Research), B. Desai (Comp.Sci.), A. Dinut (CGSA), A. Fagnoli (Reg.), M. Gagné (Mana.),
B. Ibrahim (Assoc. Dean), M. Islam (Acco.), G. Kersten (DS&MIS), G. Kanaan (Assoc. Dean),
L. Katsanis (Mktg.), J-B. Kim (Acco.), A. Komourdjian (CASA), J. Lim (Mktg.), F. Nebebe
(DS&MIS), C. A. Ross (Mktg.), M. Sharma (DS&MIS), I. Sendek (Lib.), R. Schieir (CGSA)

Absent with
Regret A. Ahmad (Fina.), J. Ahmad (Econ.), C. Baratto (CASA), B. Campbell (Econ.), B. Chungwing
(CASA), I Dostaler (Mana.), T. Field (Mana.), J. Freed (Fina.), S. Goyal(DS&MIS), M. E. Horst
(TESL), R. Knitter (Mana.), C. Lajeunesse (Pres.), K. Lefebvre (CASA), T. Lituchy (Mana.),
M. Magnan (Assoc. Dean), A. Mohammed (CASA), S. Nelson (Staff), P. Pazzia (CASA),
D. Peltier-Rivest (Acco.), I Rakita (Fina.), P. Renaud (CASA), S. Robinson (Acco.), M. Singer
(Provost), L. Wong (Staff)

I Call to Order
The meeting was called to order at 09:35.

II Closed Meeting:

III Open Meeting

IV Approval of Agenda – JMSB-2007-02A
On a motion duly seconded (M. Sharma, B. Ibrahim) the agenda was approved.

V Approval of the Minutes – JMSB-2007-01M
On a motion duly seconded (M. Sharma, B. Barbieri) the minutes of the meeting held January 26, 2007
were approved.

VI Chair's Report and Question Period (*15 minutes*)
J. Tomberlin reminded Council members of the AACSB Team Visit scheduled February 25 – 27 and asked
that everyone read the report to the AACSB Team posted on First Class in the Faculty Only and Staff Only
folder. He urged all to make an effort to participate in the meetings scheduled on Monday, February 26th.
He announced that the JMSB, co-sponsored by the Harvard Alumni Association, will host a conference
featuring Harvard's Robert Merton, Nobel prize winner, on the evening of May 10th in the D.B. Clarke
Theatre. A formal notice will be issued at a later date. He advised that the University Communications
Services has approved the JMSB logo and design for business cards. With regard to publicity, he noted the
positive article in the Gazette about the JMSB and University of Vermont collaboration concerning Dans la
Rue. As to the Bernard Landry article, he advised that there should have been two contracts, one for
teaching and one for networking and other activities on behalf of the President.

VII Elections
M. Laroche, Professor, Department of Marketing, was elected by acclamation to represent the JMSB on the
Distinguished Professor Emeritus Committee for a one-year term effective September 1, 2007 and
terminating August 31, 2008.

A.-M. Croteau, Department of DS&MIS and G. Saad, Department of Marketing, were elected by
acclamation to represent their departments on the Council of the School of Graduate Studies for a three-
year term effective June 1, 2007 and terminating May 31, 2010.

JMSB-2007-02M

M. Sharma, Department of DS&MIS, was elected by acclamation to represent the JMSB on the (Senate) Faculty Tribunal Pool for a two-year term effective September 1, 2007 and terminating August 31, 2009.

M. Buyukkurt, Department of DS&MIS, was elected by acclamation to serve on the JMSB Distinguished Teaching Awards Selection Committee for a two-year term effective June 1, 2007 and terminating May 31, 2009.

M. Jamal, Department of Management, was elected by acclamation to serve on the Faculty Election Panel replacing E. Boulianne while on sabbatical for the balance of his two-year term beginning June 1, 2007 and terminating May 31, 2008.

M. Islam, Department of Accountancy, M. Sharma, Department of DS&MIS, J. Mannadiar, Department of Finance and J. Lim, Department of Marketing, were elected by acclamation to serve on the Undergraduate Student Request Committee for a one-year term effective June 1, 2007 and terminating May 31, 2008.

The following elections will be brought forward to the March meeting of Council:

University Research Committee

One full-time faculty member to represent the JMSB on the university Research Committee replacing L. Shanker for a three-year term effective June 1, 2007 and terminating May 31, 2010.

Council of the School of Graduate Studies

One full-time faculty member from each of the following three departments to represent the JMSB on the Council of the School of Graduate Studies: Accountancy, Finance, and Management replacing S. Mustafa, A. Jain, and R. Molz for a three-year term effective June 1, 2007 and terminating May 31, 2010.

(Senate) Faculty Tribunal Pool

Two full-time faculty members to represent the JMSB on the (Senate) Faculty Tribunal Pool replacing S. Brutus and R. Knitter for a two-year term effective September 1, 2007 and terminating August 31, 2009.

JMSB Distinguished Teaching Awards Committee

One part-time faculty member, preferably a past DTA recipient, nominated by CUPFA to serve on the JMSB Distinguished Teaching Awards Selection Committee for a one-year term effective June 1, 2007 and terminating May 31, 2008.

Undergraduate Student Request Committee

One full-time faculty member from the Department of Management to serve on the Undergraduate Student Request Committee replacing R. Knitter for a one-year term effective June 1, 2007 and terminating May 31, 2008.

VIII Business Arising from Previous Meeting

- i) Proposed program – Undergraduate Certificate in Management of Aviation Security – JMSB-2007-01A-04

It was explained that the Certificate Program required approval from the JMSB Council as well as the Arts and Science Faculty Council because it was a joint program with five courses offered by each Faculty. The addition of two new JMSB courses was approved at the January meeting of Council.

It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the Certificate in Management of Aviation as described in document JMSB-2007-01A-04.

The motion was carried unanimously.

- ii) International Centre for Aviation Management Education and Research (ICAMER) Report – JMSB-2007-02A-01.

On a motion duly seconded (L. Katsanis, G. Kanaan) Council granted speaking privileges to G. Hughes, Director, JMSB Career Centre formerly Manager, Business Development Executive Centre.

G. Hughes highlighted the report. With regard to Exhibit 2, he explained that ICAO has made a commitment to ensure payment of the outstanding 35,800 Euros owed by the Airport Security Council of Dubai which would bring the net profit for ICAMER at year end to approximately \$97,000. Noting that ICAO has been undergoing a re-organization, he emphasized the need to establish a key individual at ICAO to work with JMSB to define the ICAO/JMSB relationship and to structure and develop the programs. At the present time, the program needs to have the security changes updated by ICAO and CIT requires three months lead time to incorporate the changes. There is a possibility that the program may be made mandatory for all ICAO airport personnel. ICAO has agreed to a joint marketing program with the JMSB and has assigned a point person responsible for market research and promotion to the international community. With regard to BUAA, he recommended that the JMSB relationship with P. Coutu be defined and the number of participants clarified. With regard to the Career Centre, he reported that ICAO has sent a number of mandates for recruitment.

In response to a question about a connection between ICAMER and the Undergraduate Certificate in Management of Aviation Security, J. Tomberlin advised that ICAMER programs were non-credit and the joint-program with the Faculty of Arts and Science was a public, academic program. The only connection between the programs was that the Canada Air Transport Authority (CATSA) approached the JMSB to develop their program based on positive feedback from employees who had participated in the ICAMER programs. With regard to a question about who teaches in the programs, he advised that courses were staffed by AMBA instructors, ICAO instructors and instructors from the aviation industry. It was suggested that a committee composed of faculty members be mandated to oversee the Executive Centre and ICAMER. J. Tomberlin agreed that it may be useful to have a formal link between the faculty members and the operations of the Centre. With regard to a question about ICAMER research, he advised that in light of the fact that the research portion of the ICAMER mandate had not developed, the name would have to be revised.

iii) Recommendations of the JMSB Research Task Force Committee – A Strategy for Enhancing Faculty Members' Research Activities – JMSB-2007-02A-02

B. Ibrahim described the intensive one-year process of continual feedback on the report developed by the Task Force on Research. He emphasized the need to support young researchers and the urgency in implementing modest incentives to retain qualified researchers in spite of non-competitive salaries. As a result of the amount of support and feedback received, the Task Force was prepared to move to the implementation stage, however, out of respect for the viewpoint of one of his colleagues he decided to bring the document to Faculty Council prior to moving forward.

J. Tomberlin introduced L. Dandurand, Vice President, Research.

One member of Council stated that he fully supported the establishment of a policy, approved by Faculty Council, which would provide incentives for researchers. However, referring to the commitment in the document to financial rewards, course remissions, publishing and editing fees and research assistance, he expressed his reluctance to approve the plan without a projected budget. Questions to be asked prior to approval include: what are the potential costs for A journals, for B journals, for C journals, for course remissions, the total package? Would it be better to award \$20,000 for the Junior Research Award as income rather than a research grant? Are there alternative incentives to be offered?

On behalf of a number of junior researchers, one Council member supported the document suggesting that the cost be viewed as an investment that may lead to major grants and attract top students and faculty. She related her frustration and that of other junior researchers in trying to do research without the appropriate facilities and resources.

Another Council member questioned the notion of rewarding researchers to work with MSc and PhD students that takes time away from working on their own research. He also questioned paying established faculty members for publication in A journals suggesting that \$10,000 or \$5,000 be awarded only to young researchers who publish in A journals. His preference was to provide non-monetary rewards that would free faculty members to pursue funding for exciting projects. Another Council member suggested that, with the help of the Vice-President, Research and the new Capital Campaign, there was an opportunity to develop a plan that offered more substantial rewards.

It was reported that Accountancy Department Ph.D. and Research committee supported the document. At the same time the committee indicated that the plan be linked to the goal of the strategic plan to become one of the top five business schools in Canada. Consequently the committee recommended that rewards be given for publication in A journals only to reinforce the to goal of top quality. The committee had a preference for non-monetary rewards and indicated the payment of publication/submission fees may encourage low quality paper submissions.

It was reported that most of the members of the Finance Department favored the plan as the first concrete statement in recognition of research activity. The estimated cost for the department based on the plan would be \$14,000, an investment in retaining and motivating excellent young researchers whose salaries are \$20,000 to \$30,000 less than their peers in Ontario universities. The classification of A, B, and C publications to provide clear objectives would be welcomed. It was reported that the majority of members of the Marketing Department strongly supported the plan as a necessary first step in acknowledging the importance of research. It was generally agreed that the budget would be clarified during the implementation phase.

It was moved by K. Argheyd and seconded by L. Katsanis that Faculty Council accept the Strategy for Enhancing Faculty Members' Research Activities as described in document JMSB-2007-02A-02.

It was pointed out that within the last two years support staff have been terminated and class sizes have been increased due to budgetary constraints. In light of continuing restraints, it was stated that it would be imprudent to make a commitment to the research plan without knowing the cost of it. J. Tomberlin stated that the intent was to approve the document in principal. The development of the A list and budget would be worked out in implementation phase. It was suggested that the document be sent back to the Task Force to develop a plan to substantially reward quality research.

The motion was carried (16 in favor, 2 opposed – B. Barbieri, rationale: The proposal, although a welcome initiative, does not adequately distinguish and reward quality research. Additionally, a budget estimate must be part of this document.)

IX Report: Research
There was nothing to report.

X Faculty Academic Program Committee Report
There was nothing to report.

XI CASA Report
A. Komourdjian reported that A. Mohummed was in Vancouver participating in the national BDC finals. She announced the success of the UNCC and L. Calip announced that first place went to Royal Roads,

followed by Babson College and McGill; the participation award went to McMasters. She also announced the success of JMSB students in bringing home an overall gold in Omnium Financier held in January. A. Komourdjian advised that preparations were underway for HMO7 scheduled March 24 – 25, CASA elections will begin after spring break, and the annual CASA Cares fashion show was scheduled on Thursday, March 15th at the Society for Arts and Technology, 1195 Blvd. St-Laurent. Two shows will be offered this year to accommodate the demand. Proceeds go to the Montreal Childrens' Hospital.

XII Staff Report
There was no report.

XIII Report: Masters and Diploma Programs
There was no report.

XIV Report: Undergraduate Programs, Academic and Student Affairs
G. Kanaan announced that the call for nomination for the 2006-2007 JMSB Distinguished Teaching Awards has been issued. Faculty members were encouraged to inform their students. The CASA and CGSA students agreed to help e-mail the information to students. The deadline for nominations is March 5th.

XV Reports from School Representatives on University Committees

i) University Senate

C. A. Ross reported that the profile of the Dean of the School of General Studies was discussed at the last meeting of Senate and sent back for revision. He advised that the Dean's performance would be measured by profits earned and expressed his discomfort about a major unit of the university being established for the purpose of profit. As well, he stated his concern that students may take courses in the School of General Studies as a means of transferring to the JMSB.

viii) Board of Governors – JMSB-2007-02A-03
The report from L. Kryzanowski was received.

vii) Undergraduate Scholarships and Awards Sub-committee
M. Sharma reported that bursaries have been distributed. A reception will be held to award the bursary certificates and another reception is planned for the donors.

There were no reports from the representatives of the following committees:

- ii) Arts and Science Faculty Council
- iii) Senate Academic Planning and Priorities
- iv) Senate Academic Programs Committee
- v) Senate Research Committee
- vi) University Library Committee
- ix) Council of the School of Graduate Studies

XVI CGSA Report
R. Schieir reported the successes of the February 9th Speaker Series, Graduate Development Day and the Chinese New Year celebration and announced the initiation of an alumni database. The database will enable alumni to update their profiles over time and maintain a link to their personal websites. He thanked all who were assisting with the events and the database project.

XVII New Business

XVIII Other Business

- i) Nominations for Awards for information only
The deadline for nomination for the following Spring 2007 Convocation non-academic medals and awards is March 30, 2007:

JMSB-2007-02M

The Concordia Medal, The Malone Medal, The O'Brien Medal, The Lieutenant Governor's Award, The Stanley G. French Medal, The First Graduating Class Award.
Nomination forms are available in the Dean of Students Offices, the Birks Student service Centre, LB185, and the JMSB Dean's office, GM403-11.

XIX Adjournment

On a motion duly seconded (M. Sharma, L. Katsanis) the meeting was adjourned.

The meeting was adjourned at 12:20.

XX Next meeting

The next regular meeting of the JMSB Faculty Council will take place on Friday, March 23, 2007 at 09:30 in room GM302.